



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20350-1000

SECNAVINST 12410.24
OCPM C10
24 August 1995

SECNAV INSTRUCTION 12410.24

From: Secretary of the Navy

Subj: CIVILIAN LEADERSHIP DEVELOPMENT

Ref: (a) 5 CFR Part 410

Encl: (1) Civilian Leadership Development Continuum
(2) Charter for Department of the Navy Civilian
Leadership Board

1. Purpose. To establish the framework for Civilian Leadership Development (CLD) for the Department of the Navy (DON).

2. Background. The CLD is a critical issue facing DON. As the Department deals with the challenges of downsizing, force restructuring, changing technology, underrepresentation of women and minorities, and changes to Services' roles and missions, it is imperative that civilian managers be prepared to plan for the future and effectively manage human and material resources.

3. Policy. The DON CLD framework goal is to improve the leadership skills and competencies of all civilian managers. The CLD establishes guidelines that serve as the framework for the design of activity and command programs which provide leadership training to civilian employees at the GS-9 through GS-15 and equivalent levels. The framework will serve as the benchmark for evaluating existing programs and making appropriate modifications, if necessary. The cornerstone for CLD is mentoring, training, and developmental assignments. Each CLD participant is required to have a mentor and an Individual Leadership Development Plan (ILDP). Therefore, the following policies apply:

a. Our leadership diversity will reflect our work force diversity. Equal opportunities for leadership training and development shall be extended to all employees, without regard to race, color, sex, religion, national origin, age, and mental or physical disabilities.

b. Naval activities and Marine Corps commands will invest sufficient resources to ensure that interested employees are afforded the opportunity to acquire the leadership competencies at the appropriate time in their career progression. Enclosure (1) lists the leadership competencies and their definitions.

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c. Leadership development needs will be identified in conjunction with the performance appraisal process. Civilian employees will be given the opportunity to acquire the appropriate leadership competencies, as defined in enclosure (1), on the basis of an ILDP which is developed in concert with the employee's supervisor and mentor. Use existing individual development plan formats if they address the competencies identified in enclosure (1).

d. Acquire the leadership competencies described in enclosure (1) through various formal and informal methods such as training courses, rotational/developmental assignments, participation in working groups, and assignments to specific projects. Identify all methods of how the competencies are acquired in the employee's ILDP. Give employees an opportunity to participate in training and development assignments across DON as well as in external organizations.

e. Possession of leadership competencies will be considered in the selection for supervisory and managerial positions. They must be reflected as knowledge, skills, and/or abilities in vacancy announcements when such announcements are issued, and applicants will be encouraged to address how they acquired the individual competencies.

f. Consistent with reference (a), the Civilian Leadership Board (CLB), which is representative of the civilian leadership in the Department, will monitor and evaluate the CLD. Enclosure (2) is the charter of the CLB.

4. Responsibilities

a. The Assistant Secretary of the Navy (Manpower and Reserve Affairs) has overall responsibility for CLD with principal support provided by the Deputy Assistant Secretary of the Navy (Civilian Personnel Policy/Equal Employment Opportunity). The Under Secretary of the Navy chartered the CLB to assist in this effort.

b. The CLB will advise and assist in the development of CLD, as well as oversee its implementation by Naval activities and Marine Corps commands.

c. The Director, Office of Civilian Personnel Management (OCPM), is responsible for program support and guidance, following direction from the CLB. The Director, OCPM, is also responsible for monitoring and assessing overall program effectiveness.

d. Naval activities and Marine Corps commands will establish CLD programs, provide adequate program resources, issue appropriate guidelines, and disseminate information to the entire work force. Access to training and development opportunities will be extended to employees from other DON activities whenever possible. Naval activities and Marine Corps commands may enter into partnership with other commands in order to maximize the leadership development opportunities for their employees. Echelon 1 and 2 commands will ensure that CLD implementation is included as an area assessed during Inspector General and other command reviews. Naval activities and Marine Corps commands will ensure that:

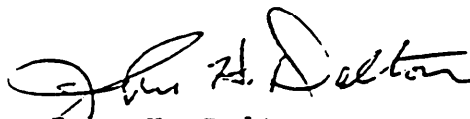
(1) Senior military and civilian leaders foster leadership development, guide the development of employees seeking senior positions, and serve as effective role models.

(2) Supervisors provide guidance to employees as well as be part of the development of the ILDP.

(3) Employees are personally responsible for charting their development in consultation with supervisors and mentors and for taking the developmental actions to attain the leadership competencies.

(4) Mentors provide advice and guidance, assist with networking, and participate in the development of the employee's ILDP.

5. Action. Echelon 1 and 2 commands will ensure that the policy and procedures outlined in this instruction are implemented throughout their claimancy within 6 months of the date of this instruction.


John H. Dalton

Distribution:
(See page 4)

Civilian Leadership Development Continuum

EXECUTIVES

Strategic Vision
External Awareness
Organizational
Representation
& Liaison
Joint Service Perspective

MANAGERS

Innovative Thinking
Program Development/
Planning & Eval
Model/Reinforce Core
Values
Resource Mgmt
Technology Mgmt
Process Oversight Mgmt
Mentoring
Presentation/Marketing Skills
Risk Management

SUPERVISORS

Situational Leadership
Demonstrate Core Values
Managing Diverse Workforce
Coaching/Counseling
Conflict Management
Change Management
Team Building
Influencing/Negotiating
Human Resources Mgmt

FOUNDATION COMPETENCIES

Oral Communication
Written Communication
Problem Solving
DON Mission/Organization
Awareness

Interpersonal/Team Skills
Self-direction
Quality Principles
Navy Core Values
Customer Orientation

Flexibility
Decisiveness
Technical Competence
Diversity Awareness

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CIVILIAN LEADERSHIP DEVELOPMENT CONTINUUM
COMPETENCY DEFINITION

COMPETENCY	DEFINITION
<i>Change Management</i>	Serves as a positive agent for changes in the organization's structural alignment, climate, or operational processes. Learns about and proactively advocates and influences the adoption of promising new ideas, methods, services, and products from knowledge of best practices in government and industry.
<i>Coaching/Counseling</i>	Develops skills in observation, listening, and one-on-one teaching; applies them to assist others to learn and continually improve their performance; and provides effective feedback.
<i>Conflict Management</i>	Anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner.
<i>Customer Orientation</i>	Actively seeks customer input; ensures customer needs are met; continuously seeks to improve the quality of services, products, and processes.
<i>Decisiveness</i>	Takes action and risks when needed; makes difficult decisions when necessary.
<i>Demonstrate Core Values</i>	See Navy Core Values.
<i>Diversity Awareness</i>	Respects and values the differences and perceptions of different groups/individuals.
<i>DON Mission/Organization Awareness</i>	Possesses knowledge of the mission and organization of the Department of the Navy (DON) including an understanding of how the organization fits into the entire DON.
<i>External Awareness</i>	Stays informed on laws, policies, politics, Administration priorities, trends, special interests, and other issues; considers external impact of statements of actions; uses information in decision-making.
<i>Flexibility</i>	Adapts to change in the work environment; effectively copes with stress.
<i>Human Resources Management</i>	Ensures effective recruitment, selection, training, performance appraisal, recognition, and corrective/disciplinary action; promotes affirmative employment, good labor relations, and employee well-being.
<i>Influencing/Negotiating</i>	Networks with, and provides information to, key groups and individuals; appropriately uses negotiation, persuasion, and authority in dealing with others to achieve goals.

COMPETENCY	DEFINITION
<i>Innovative Thinking</i>	Develops insights and solutions; fosters innovation among others.
<i>Interpersonal/Team Skills</i>	Considers and responds appropriately to the needs, feelings, capabilities, and interests of others; provides feedback; treats others equitably.
<i>Joint Service Perspective</i>	Demonstrates an understanding of the role of the Department of Defense and the importance of the support roles and missions of all the Military Departments and Defense agencies and how they contribute to the success of DOD overall.
<i>Managing Diverse Workforce</i>	Recognizes the value of cultural, ethnic, gender, and other individual differences; provides employment and development opportunities for a diverse workforce.
<i>Mentoring</i>	Develops the ability to counsel others to help them to achieve personal and professional growth.
<i>Model/Reinforce Core Values</i>	See Navy Core Values.
<i>Navy Core Values</i>	Exhibits through personal performance the principles of honor (ethical behavior), commitment (technical excellence and quality of work), and courage (mental strength to do what is right).
<i>Oral Communication</i>	Listens to others; makes clear and effective oral presentations to individuals and groups. (NOTE: Use of a sign language interpreter may be appropriate for persons who are deaf or hard-of-hearing.)
<i>Organizational Representation and Liaison</i>	Establishes and maintains relationships with key individuals/groups outside immediate work unit and serves as spokesperson for the organization.
<i>Presentation/Marketing Skills</i>	Demonstrates the ability to clearly articulate, present, and promote ideas and issues before a wide range of audiences, including senior officials, in such a manner as to ensure program credibility.
<i>Problem Solving</i>	Recognizes and defines problems; analyzes relevant information; encourages alternative solutions and plans to solve problems.
<i>Process Oversight Management</i>	Develops/demonstrates the ability to examine systems and workflows within the organization to facilitate process improvement.
<i>Program Development/Planning and Evaluating</i>	Establishes policies, guidelines, plans, and priorities; identifies required resources; plans and coordinates with others; monitors progress and evaluates outcomes; improves organizational efficiency and effectiveness.

COMPETENCY	DEFINITION
<i>Quality Principles</i>	Understands and applies quality principles such as teamwork, quantitative decision-making, and continuous process improvement to meet or exceed customer expectations.
<i>Resource Management</i>	Prepares and justifies budget; monitors expenses; manages procurement and contracting.
<i>Risk Management</i>	Identifies potential risks to product/program/processes early and implements effective abatement or control measures; defines evaluation criteria early and continuously collects, assesses, shares, and responds to data appropriately.
<i>Self-Direction</i>	Realistically assesses own strengths, weaknesses, and impact on others; seeks feedback from others; works persistently towards a goal; demonstrates self-confidence; invests in self-development; manages own time efficiently.
<i>Situational Leadership</i>	Demonstrates and encourages high standards of behavior; adapts leadership style to situations and people; empowers, motivates, and guides others.
<i>Strategic Vision</i>	Creates a shared vision of the organization; promotes wide ownership; champions organizational change.
<i>Team Building</i>	Fosters cooperation, communication, and consensus among groups.
<i>Technical Competence</i>	Demonstrates technical proficiency and an understanding of its impact in areas of responsibility.
<i>Technology Management</i>	Encourages staff to stay informed about new technology; applies new technologies to organizational needs; ensures staff are trained and capable.
<i>Written Communication</i>	Communicates effectively in writing; reviews and critiques others' writing.

CHARTER

This establishes the Department of the Navy (DON) Civilian Leadership Board (CLB).

Purpose:

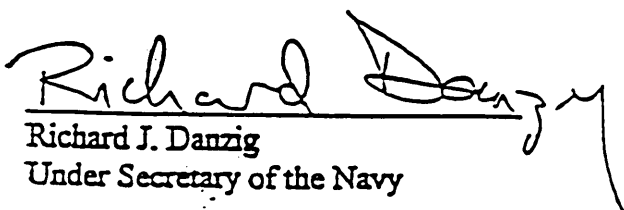
The CLB is established to advise and assist the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN(M&RA)) in the development of the DON Civilian Leadership Program (CLP) and to oversee its implementation by the commands and activities of the Navy and the Marine Corps.

Objectives:

The DON CLP will establish requirements and guidelines that will serve as a framework for the design of command and activity programs providing leadership training to civilian employees at the GS-9 through GS-15 and equivalent levels. The program will be based on the Office of Personnel Management's Leadership Effectiveness Framework (Attachment I). It will include provisions for mandatory courses in both technical and leadership competencies and will address mentoring, rotational assignments, and developmental assignments. Implementation of the CLP will focus on ensuring women and minorities are provided opportunities to acquire the skills and experiences necessary to compete successfully for higher level management positions.

Designations:

- a. The ASN (M&RA) will provide direction to the CLB. He will designate senior-level managers representing a cross section of the Navy and the Marine Corps to serve as members of the CLB. Members will serve 2-year terms and may be reappointed.
- b. The Deputy Assistant Secretary of the Navy (Civilian Personnel Policy/Equal Employment Opportunity) (DASN (CPP/EEO)) will serve as Chair.
- c. The Director, Office of Civilian Personnel Management, will be a standing member and will act in the absence of the Chair.
- d. The Associate Director for Policies and Programs (OCPM 01C) will serve as Technical Advisor.
- e. Staff support will be provided by a working group designated by the Chair.


Richard J. Danzig
Under Secretary of the Navy

16 November 1994
Date

Individual Leadership Development Plan (ILDP)

Employee's Name _____ Performance Period _____ to _____

COMPETENCY	DEVELOPMENTAL ACTIVITY	TARGET DATE	DATE COMPLETED	MENTOR'S INITIALS	SUPERVISOR'S INITIALS	COMMENTS

DATE PLAN DEVELOPED: _____

EMPLOYEE _____

SUPERVISOR _____

MENTOR _____

CLD ADMINISTRATOR _____

DATE _____